

TORRANCE STRATEGIC PLAN



COMPRESSED NATURAL GAS (CNG) STATION AT THE CITY YARD

2013 - 2014 Community Report



PUEBLO PARK



www.TorranceCA.Gov/StrategicPlan

INTRODUCTION

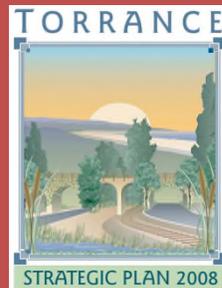
- On August 12, 2008, the Torrance City Council adopted the 2008 Strategic Plan for the City. The Plan was updated by a group of sixteen citizens, who met weekly from January through May. Making use of data gathered by means of statistically valid telephone surveys, a number of focus groups held throughout the city and a Community Profile, the Strategic Plan Committee carefully reviewed the City's 1999 Strategic Plan and compared it with current data in deciding where changes were warranted.
- The biggest change in the Strategic Plan is the addition of a new priority addressing environmental concerns and practices. This priority, entitled "Stewardship of the Environment", addresses goals ranging from increased recycling to more environmentally friendly development practices, and also includes goals encouraging new, green businesses.
- The 2008 Strategic Plan also places greater emphasis on education, encouraging the City to find ways to collaborate and partner with the Torrance Unified School District to allow both entities to operate more efficiently. Cultural diversity also receives a greater emphasis than in previous plans, as survey data showed that residents valued the diversity in our community, but felt that the City could do more to demonstrate that value.
- After five months of diligent work, the Strategic Plan Committee was proud to present the 2008 Strategic Plan to the Council and the community, believing that it reflects a vision for the City consistent with the hopes and desires of the community. The Strategic Plan Committee also believed that the Strategic Plan will inspire Torrance residents to strive to be and do the best that can be done, both as individuals and as members of the Torrance community.
- Since its adoption, the City of Torrance has been working on implementing aspects of the Strategic Plan utilizing an Action Plan to implement the goals and sub-goals identified in the Plan.
- To align the Strategic Plan with specific programs, projects, and policies, Staff developed Key Performance Indicators (KPIs): tools used by Staff to achieve, measure, and report progress toward Priorities, Goals, and SubGoals.
- Each KPI is associated with one or more SubGoal(s) and contains:
 - Indicator - What we measure;
 - Measure(s) - How we measure it;
 - Target(s) - The result we want; and,
 - Narrative - Summary description of KPI
- At the end of each calendar year, the City will highlight major accomplishments of the Strategic Plan with the Community Report.

STRATEGIC PRIORITIES

1. Appearance, Character and Quality of the Community



6. Reliable Revenue Base and Effective Asset Management



2. Communication and Civic Involvement



7. Responsive, Accountable and Cost Effective Government



3. Economic Development



8. Safe and Secure Community



4. Education, Diversity and Enrichment



5. Infrastructure



9. Stewardship of the Environment



10. Traffic and Transportation



[LINK TO STRATEGIC PLAN WEB REPORT](#)

1. Appearance, Character and Quality of the Community

- **Pacific Electric Railway – El Prado Bridge**
- **Pueblo Park**
- **Torrance Sports Complex**

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Pacific Electric Railway – El Prado Bridge



INDICATOR – Historic Information, recognition, and preservation

MEASURE – Recognition: Recognition program for restored/ rehabilitated historic buildings

PROFILE - The Pacific Electric Railway- El Prado Bridge, as the bridge was named during this phase of the project, was due for maintenance, according to a 2009 bridge report by the Los Angeles County. This 100 year old bridge, designed by Irving Gill in 1912, was in need of spall and crack repair to prevent further damage. Ivy, which exacerbated the damage, was removed, cracks and spalls repaired, and the top wood railing refurbished. The bridge is also protected by an anti-graffiti coating and equipped with new lighting schemes that accentuates the iconic arches.



KPI # - 7

Pueblo Park



Before



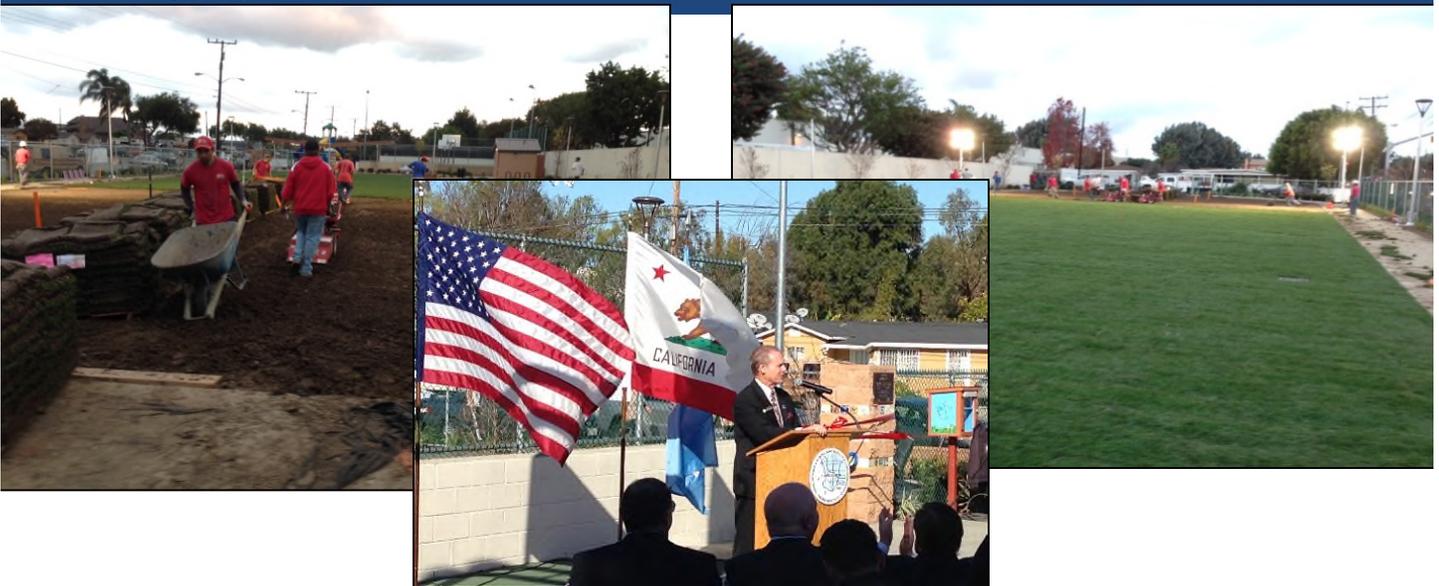
After

INDICATOR – Increased park land and public open space

MEASURE – Providing the neighborhood with opportunity to engage in a variety of outdoor recreational opportunities.

PROFILE – Over the past several years, the Community Services Department has been working with the Pueblo community in planning and developing the vacant parcel formerly the Catholic church into the new Pueblo Park. Partnering with Exxon Mobil and their donation, the Pueblo project included bathrooms, grass, walkway with path lighting, and a community art project.

BUDGET: \$484,000



KPI # - 163

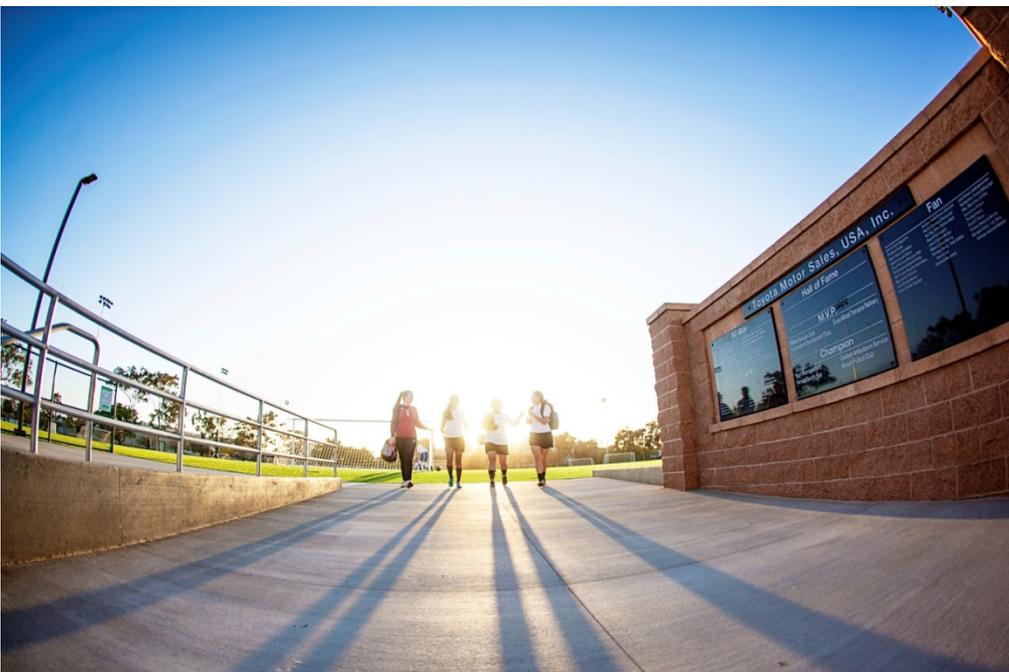
Toyota Sports Complex



INDICATOR – Increased park land and public open space

MEASURE – Increased park land and public open space

PROFILE – The Community Services Department continues its search for open space opportunities to provide the community with athletic facilities that can be used on a year round basis, both during daylight hours and at night. The Toyota Sports Complex is an example of a successful partnership between the Office of the Courts, the County of Los Angeles, Toyota Motor Sales U.S.A., and a wide variety of private and non-profit sponsors to bring this facility to Torrance, for its residents, and for residents from all over the South Bay.



KPI # - 163

2. Communication and Civic Involvement

- eNewsletter

[LINK TO STRATEGIC PLAN WEB REPORT](#)

eNewsletter



Torrance eNEWSLETTER

VOLUME 3 | ISSUE 19

May 16 - May 22, 2013



Breaking NEWS

Torrance Events Calendar

eConnect
TorranceCA.Gov



SPECIAL EDITION
ARMED FORCES DAY CELEBRATION SPECIAL
FRIDAY, MAY 17 - SUNDAY, MAY 19, 2013

54th Annual **Armed**
2013 **Forces**
Day CITY OF
Celebration TORRANCE

Our nation's men and women of the military forces have defended our country, insured our freedom, and upheld the beliefs and principles that this great nation was built on. In May 2013, the City of Torrance will continue its long-standing tradition in its 54th consecutive year of hosting an Armed Forces Day Celebration and Parade to honor the sacrifices of our nation's military.

INDICATOR - Expand communication and information distributed through online and electronic media

MEASURE – Amount of content published and/or accessible through electronic sources

PROFILE – The eNewsletter is a weekly publication that highlights activities and events that are happening each week in Cultural Arts, Parks, Recreation and Libraries.

STATUS: On-going

TORRANCE CERTIFIED FARMERS MARKET
SATURDAY, SEPTEMBER 14, 2013
8 AM - 1 PM
CHARLES H. WILSON PARK



Find fresh produce, local products, meat and eggs, flowers and breads, good food and lots of fun at the Torrance Certified Farmers'

TORRANCE HOMETOWN HEROES MILITARY RECOGNITION PROGRAM
NOW TAKING APPLICATIONS



The Hometown Heroes Military Banner Recognition Program recognizes our community's men and women in uniform who are currently serving in the Armed Forces, veterans who have served in the past, or veterans of the past who are now deceased. Street banners will be installed honoring individuals, and after being displayed for a minimum of 3 months will be presented to the family. In addition, the City Council will present a proclamation acknowledging th

KPI # - 8

3. Economic Development

- **Business Attraction**
- **Downtown Business District**
- **Collaborative Partnerships**
- **Business Outreach**

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Business Attraction

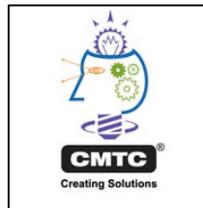


INDICATOR – Attract, develop, and encourage e-commerce, hi-tech companies, and international trade and headquarters

MEASURE – Develop and implement a recruitment plan for the selected business market

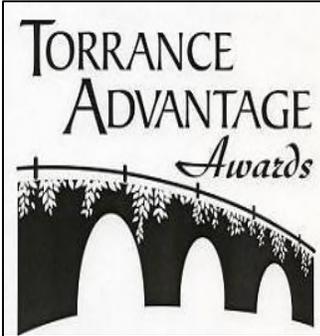
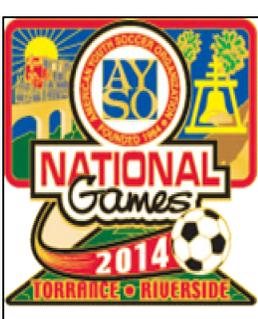
PROFILE – The Office of Economic Development provides support in planning meetings with businesses interested in coming to Torrance, works to attract new business via outreach at a regional conference, and works toward supporting new business models.

STATUS: On-going

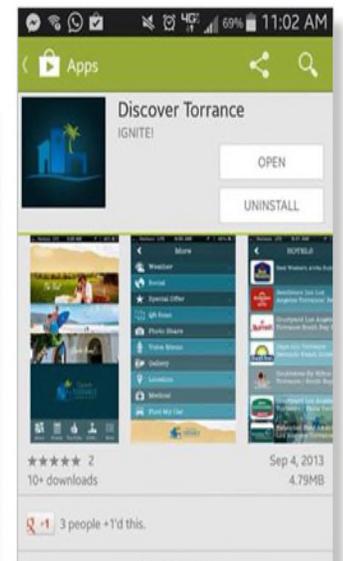


KPI # - 19

Downtown Business District

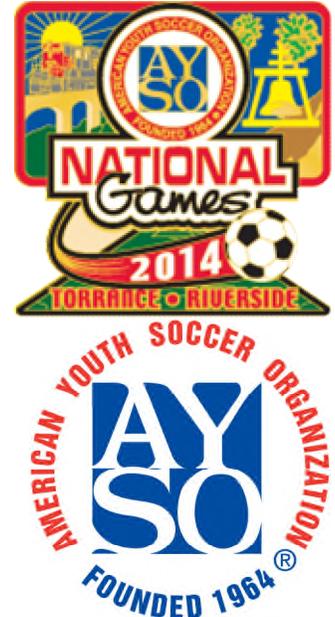


INDICATOR – Plan for revitalization and redevelopment of the Downtown Business District
MEASURE–Create a plan for revitalization and redevelopment of downtown business center
PROFILE – The 7th Annual Torrance Advantage Awards recognized a Downtown business. The City hosted the American Youth Soccer Organization (AYSO) National Games on their 50th Anniversary year, and through the Discover Torrance Mobile App, downtown restaurants and stores took advantage of free advertising and promotion opportunities.
STATUS: On-going



KPI # - 20

Collaborative Partnerships



KPI # - 23

INDICATOR – Collaborative partnerships

MEASURE – Promotion and partnership utilizing City programs and services

PROFILE – The Office of Economic Development provides planning and logistics assistance to regional and national events through collaborations with City departments, Chamber, School District and Tourism Business Improvement District, and promotes City programs such as the Business Watch Program through Torrance Police Department to the Business community.

STATUS: On-going

217 Businesses enrolled in Torrance Police Department Business Watch Program



Business Outreach

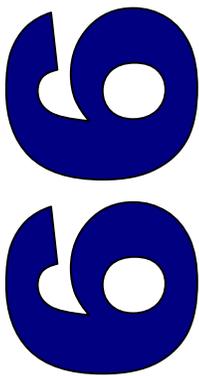


INDICATOR – Resource awareness

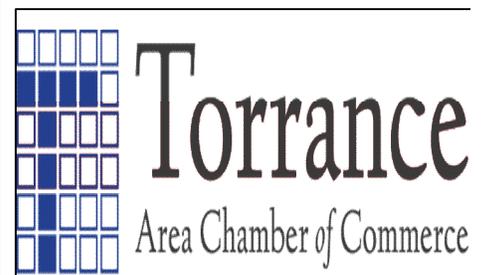
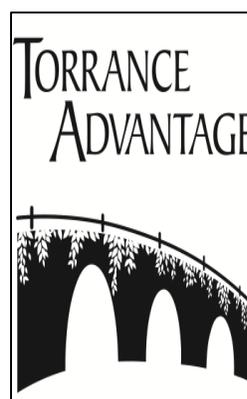
MEASURE – Monthly visits from Economic Development Team Member (s) to identify business needs

PROFILE – The Economic Development Team, comprised of staff from various City departments, conducts business visits, acting as liaisons to the business community, providing tools and resources and promoting services to support the local economy.

STATUS: On-going



Economic Development Team meetings with existing and future businesses



KPI # - 25

4. Education, Diversity and Enrichment

- Teen Youth Values

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Teen Youth Values

Torrance Public Library presents

WINTER 2014-2015
TEENS @
The TORRANCE PUBLIC LIBRARY
TEENZONE@KATY GEISSERT CIVIC CENTER LIBRARY

Creative and entertaining programs specifically designed for teens on Thursdays at 3:30 p.m. Call Youth Services at 310-618-5964 for information.



TEEN ADVISORY BOARDS (TAB)
High school students — would you like to provide input on the collections and programs at your local branch library? Join a Teen Advisory Board. You will have inside information about all the cool happenings at the library, and your voice will be heard.

HENDERSON'S TAB
Meetings are held on select Mondays at 6:00 p.m. For more information, call the Henderson Library at 310-371-2075.
December 15
January 12
February 23

HENDERSON'S TAB HOSTS A KARAOKE MONDAY
February 23 at 6:30 p.m. For more information call the Henderson Library at 310-371-2075

WALTERIA'S TAB
All meetings are held on the first Wednesday of every month at 4:30 p.m. For more information call the Waleria Library at 310-375-8418
December 3
January 7
February 4

■ **DECEMBER 4:** Teen Movie
■ **JANUARY 15:** Design Your Own Game Board
■ **FEBRUARY 5:** Teen Movie
■ **FEBRUARY 19:** Photo Frame Spectacular

WII GAMING@
KATY GEISSERT CIVIC CENTER LIBRARY
A little friendly interactive competition for teens @ the Library!
On select Fridays at 3:30 p.m.

■ **DECEMBER 5:** Ready for the "Wii-Kend"
■ **DECEMBER 19:** Wii-Dance (GET Project)
■ **JANUARY 16:** Ready for the "Wii-Kend"
■ **FEBRUARY 6:** Ready for the "Wii-Kend"
■ **FEBRUARY 27:** Wii-Dance (GET Project)

Call your local library or the Youth Services Department at 310-618-5964 for more information

Teen Read Week
@ your library
OCTOBER 12-18, 2014

TORRANCE DREAMS INTO REALITY

| | |
|---|---|
| Monday, October 13 at 3:30 p.m. Dreamscape (El Retiro Library) | Tuesday, October 14 at 3:30 p.m. Minute to Win It! (Henderson Library) |
| Tuesday, October 14 at 3:30 p.m. Teen Talk (North Torrance Library) | Wednesday, October 15 at 3:30 p.m. Duct Tape Flowers (Waleria Library) |
| Thursday, October 16 at 3:30 p.m. Teen Craft Makerspace (Southeast Library) | Thursday, October 16 at 3:30 p.m. Dream Cupcake Decorating (Katy Geissert Library) |
| Thursday, October 16 at 6:30 p.m. College Prep Talk (Katy Geissert Library) | Friday, October 17 at 3:30 p.m. TRW: Ready for the Wii-Kend (Katy Geissert Library) |

Call Youth Services at 310-618-5964 for more information.

PAGES AND PIZZA: A Teen Book Group (grades 7-12)
Southeast Library
Meetings are held on the fourth Wednesday of each month at 4:00 p.m. For more information, call the Southeast Library at 310-530-5044.

Registration is required.

Youth participating in Community Services Department programs will:

- Respect our leaders, teammates, co-participants, and friends.
- Embrace and welcome diversity of programs, co-participants, options, and opportunities.
- Be responsible for City resources, spaces, and places.
- Follow established rules, and encourage our peers to do the same.
- Embrace and encourage teamwork, participation, honesty and good sportsmanship.
- Communicate with and assist our leaders and co-participants in case of any incident or emergency.
- Provide feedback on the program to our leaders.

COMMUNITY SERVICES DEPARTMENT
YOUTH VALUES

TORRANCE PUBLIC LIBRARY LOCATIONS

Katy Geissert Civic Center
3301 Torrance Boulevard
310-618-5964

El Retiro
126 Vista del Parque
310-375-0922

Henderson
4805 Emerald Street
310-371-2075

North Torrance
3604 Artesia Boulevard
310-323-7200

Southeast
23115 South Arlington Avenue
310-530-5044

Waleria
3815 West 242nd Street
310-375-8418

City of Torrance
Community Services Department
"Creating and Enriching Community through People, Programs and Partnerships"

www.Librarv.TorranceCA.Gov

INDICATOR – Responsibility, ethics, values and civic involvement statement for youth enrolled in City and community programs

MEASURE – Community Services Department to approve and promote "Youth Values Statement" that incorporates youth values, ethics and civil involvement.

PROFILE – Department Statement of Youth Values, which was approved by all our Commissions (Aging, Library, Cultural Arts, Parks and Recreation, Youth), is now printed in Torrance Seasons and shared with youth and teen programs

STATUS: On-going



TEEN ADVISORY BOARDS (TAB)



Find Yourself
at the
Torrance Library



KPI # - 45

5. Infrastructure

- Residential Slurry Seal Program
- 190th Street Rehabilitation
- Crenshaw Blvd Rehabilitation
- Residential Street Rehabilitation, I-94

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Residential Slurry Seal Program



INDICATOR - Well functioning infrastructure systems

MEASURE – Systematic planning for long-term maintenance, replacement, rehabilitation and development of City’s infrastructure system

PROFILE – Residential Slurry Seal Project, I-159 - The Slurry Seal Program provides on-going preservation treatment to asphalt paved roadways throughout the City. An average of 3 million square feet of residential streets, in 3 to 5 neighborhoods, are slurry sealed each year. Slurry seal is a liquid mixture of asphalt emulsion and sand that is thinly applied to the surface of asphalt roadways. It is one of the most versatile and cost-effective methods of maintaining and protecting roadways. It also provides an enhanced appearance to a neighborhood.

STATUS: On-going



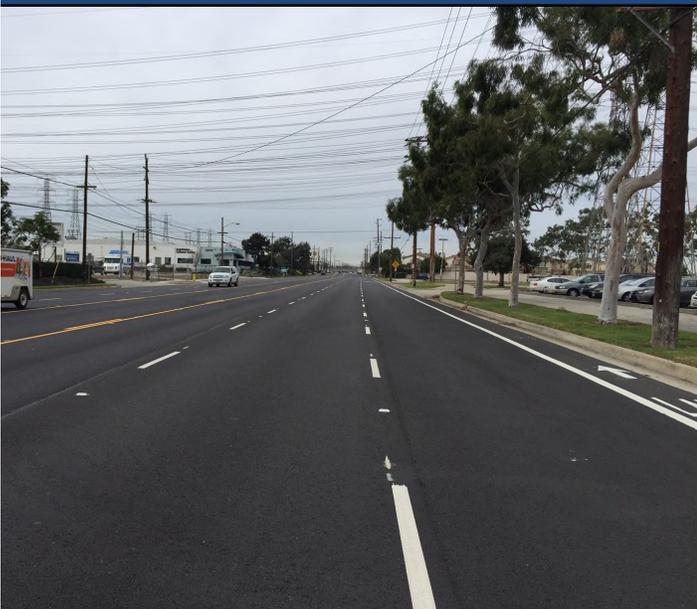
KPI # - 53

190th Street Rehabilitation



PROFILE – 190th Street Rehabilitation (Hawthorne to Prairie), I-130 - The project generally provided for rehabilitation of deteriorated asphalt concrete (ac) pavement; curb/gutter/sidewalk repairs; upgrades to access ramps for ADA compliance; replacement of all faded roadway signs; installation of bike lanes; upgrades to selected traffic signal equipment; and replacement of all illuminated street name signs at the 190th & Prairie intersection. Notifications were mailed and changeable message signs were posted informing drivers of the upcoming construction and potential delays expected.

STATUS: On-going



KPI # - 53

Crenshaw Blvd Rehabilitation



INDICATOR - Well functioning infrastructure systems

MEASURE –Systematic planning for long-term maintenance, replacement, rehabilitation and development of City’s infrastructure system

PROFILE – Crenshaw Boulevard Rehabilitation (182nd to 190th), T-22 - This project constructed roadway improvements to Crenshaw Boulevard between 182nd Street and 190th Street, including pavement rehabilitation, replacement of uplifted or damaged curbs, gutters and sidewalk, landscape, sign replacements and traffic signal upgrades. Notifications were mailed and changeable message signs were posted informing drivers of the upcoming construction and potential delays expected.

STATUS: On-going

KPI # - 53

Residential Street Rehabilitation



PROFILE – The condition of the residential streets bound by Dominguez Way, Van Ness Avenue, Torrance Blvd, and the Burlington Northern & Santa Fe Railroad (BNSF) and Bow Avenue have deteriorated, and present a significant maintenance problem. Improvements will consist of edge reconstruction, pavement milling and overlay with minimal localized pavement reconstruction and repairs to displaced concrete curb, gutter, sidewalks, driveway aprons and cross-gutters. This project also includes the repair of various cross-gutters City-wide and pavement repairs of Crenshaw Blvd at Carson Street.

STATUS: On-going



KPI # - 53

7. Responsive, Accountable and Cost Effective Government

- **Optimized Weekly Street Sweeping Program**
- **Transit Access Pass (TAP) Program Participation**
- **Torrance Community Profile & Environmental Scan**

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Optimized Weekly Street Sweeping Program



INDICATOR – Optimize Weekly Street Sweeping Program

MEASURE – Increase 'no parking' signage

PROFILE – City-wide implementation of alternate side street sweeping will create a more effective program, both for residents and for meeting Storm Waste Management requirements. There will be a reduction in the volume of debris entering the storm drains and ultimately the ocean as the sweepers will have greater access to the curb and gutter without parked vehicles. This program allows access to the curb while allowing vehicle parking on the opposite side of the street.

STATUS: On-going with expected completion in 2015 of sign installations

KPI # - 86

Transit Access Pass (TAP) Program Participation



Torrance
Transit is now
on TAP!

[Find out more >](#)



INDICATOR – Install new TAP Fareboxes and participate in regional TAP Program.

MEASURE – Participate in the region’s Universal Fare System program.

PROFILE – TAP is a durable, eco-friendly, plastic card that contains state-of-the-art smart chip technology. The TAP card allows patrons to electronically purchase and load stored value and utilize the card on the buses of all regional and local transit agencies participating in the program.

STATUS: Implemented on January 28, 2015

KPI # - 86

Torrance Community Profile & Environmental Scan



INDICATOR – City’s use of resources aligned with Community’s needs.

MEASURE – Conduct broad customer satisfaction survey.

PROFILE – Strategic Plan “Check-up”

- Phone Survey Findings
 - 94% Good or excellent place to live
 - Similar to 2007 findings
- Environmental Scan
 - Challenges facing Torrance similar to those in 2007
- Strategic Plan still meets the needs of the City and residents
- Plan extended without change

STATUS: Implemented on January 28, 2015



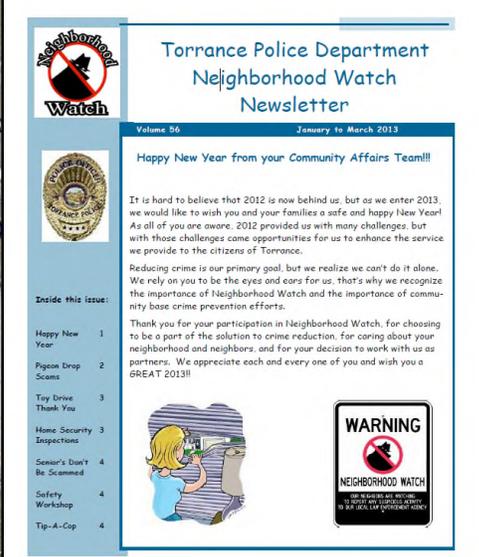
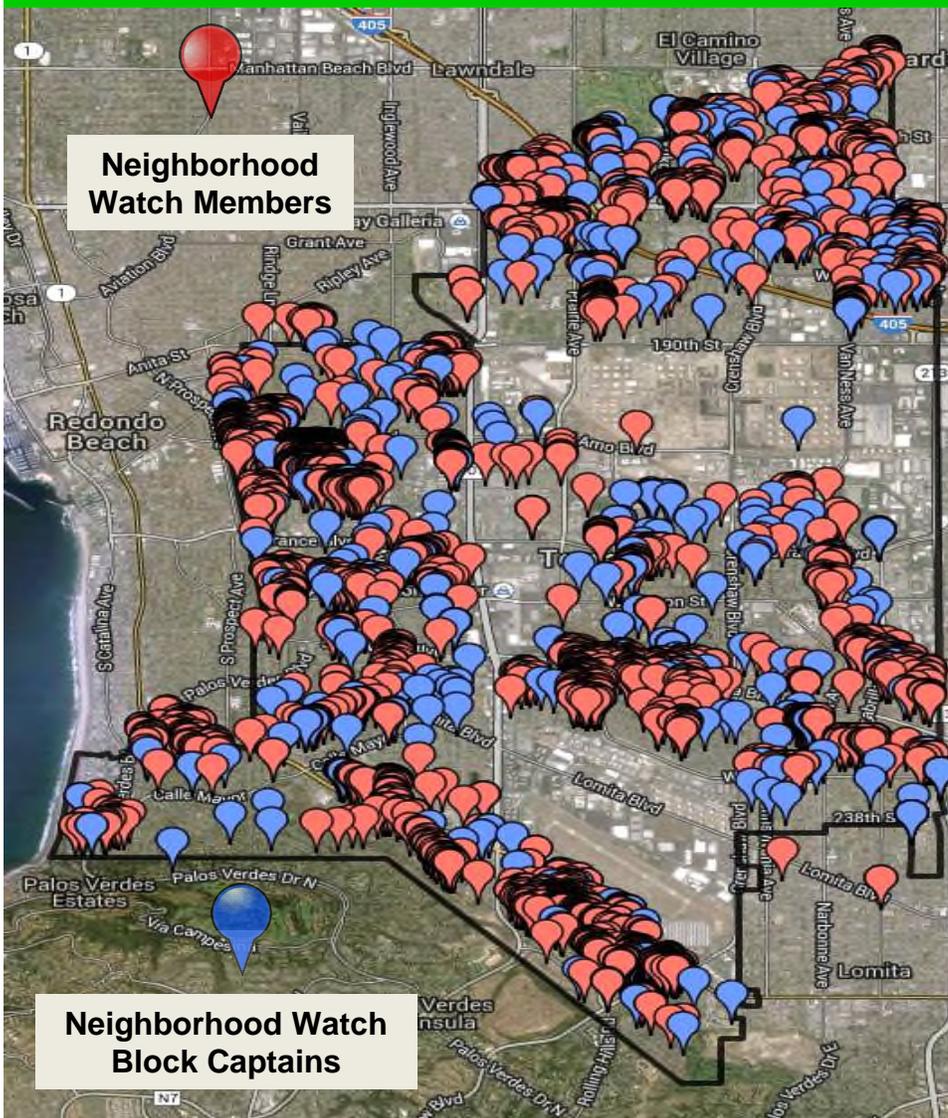
KPI # - 104

8. Safe and Secure Community

- **Community Education**

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Community Education



INDICATOR – Community education in personal safety and crime awareness, prevention, and reporting

MEASURE – Participation in the Neighborhood Watch Program (NW)

PROFILE – Community safety requires a team effort. Training programs for citizens and employees strengthen individuals' awareness of surroundings, prevention techniques, and need to report unusual activity. The Neighborhood Watch (NW) and Business Watch programs are collaborative efforts between PD and the residential and business communities in Torrance.

STATUS: On-going

KPI # - 131

9. Stewardship of the Environment

- **Construction of Compressed Natural Gas (CNG) Fueling Station**
- **Transit Amenities and Enhancements**

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Construction of Compressed Natural Gas (CNG) Fueling Station



INDICATOR - Conversion of Bus Fleet to Alternative Fuels.

MEASURE – Move away from Diesel fuel in order to reduce carbon emission levels.

PROFILE – To compliment Transit’s transition to an Alternative Fuel bus fleet, the City partnered with Clean Energy and the South Coast Air Quality Management District to construct a fast fill Compressed Natural Gas (CNG) station at the City Yard. The station is exclusive to City vehicles allowing for faster and safer fueling of heavy duty vehicles.

STATUS: Completed

BUDGET: \$\$\$\$

KPI # - 150

Transit Amenities & Enhancements



INDICATOR - Implement an effective marketing and rebranding campaign.

MEASURE – Install new transit street furniture and enhancements.

PROFILE – As part of Transit’s marketing and rebranding campaign, 2015 will see the planned installation of 100 new bus benches, 300 trash receptacles, new bus stop signage and approximately 50 new bus shelters throughout Torrance and the surrounding communities that Torrance Transit serves.

STATUS: On-going

KPI # - 151

10. Traffic and Transportation

- **Protected & Permissive Left-Turn Signal Upgrades**
- **Torrance Regional Transit Center**

[LINK TO STRATEGIC PLAN WEB REPORT](#)

Protected & Permissive Left-Turn Signal Upgrades



INDICATOR – Technological and traffic management applications

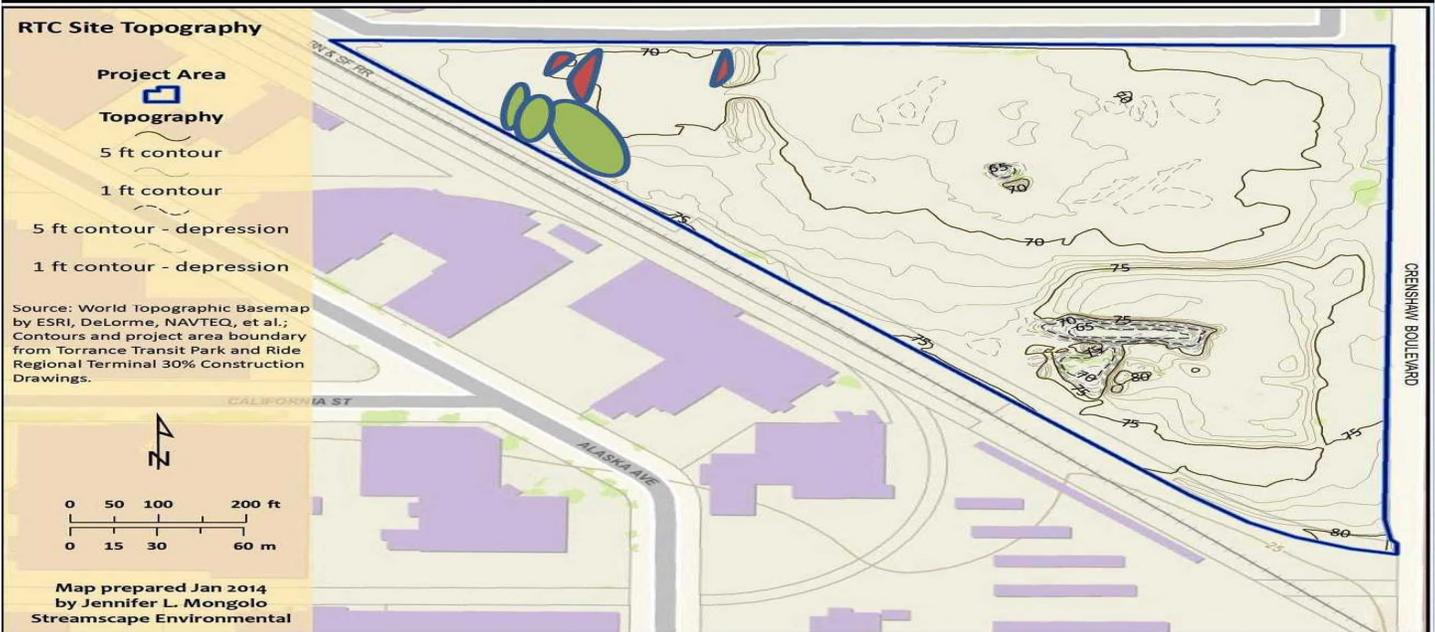
MEASURE – 1. Implement signal synchronization, update signal equipment (field), and deploy Intelligent Transportation Systems (ITS), including Traffic Management Center (TM Center) and Information Exchange Network (IEN)
2. Create a Traffic & Transportation Educational Toolbox

PROFILE – In the Spring of 2014, drivers in the City of Torrance encountered a new type of traffic signal display featuring the Flashing Yellow Arrow Protected/Permissive Left Turn. With the Flashing Yellow Arrow Protected/Permissive Left Turn signal display, drivers will have the right-of-way to turn left on a green arrow (the Protected mode), and will be allowed to turn left on a flashing yellow arrow after yielding to on-coming traffic (the Permissive mode). The new signal is designed to move traffic more efficiently, safely, and reduce delays.

BUDGET – \$650,000 over 5-year period

KPI # - 168

Torrance Regional Transit Center



INDICATOR - Restore a South Bay Regional Intermodal Transit Center – Torrance HUB (RTC) for the community

MEASURE – Permanent Regional Transit Center Created and Funding Secured for Regional Transit Center

PROFILE – Full funding was secured for the Regional Transit Center. Transit enlisted the aid of an architectural design firm to look at cost estimation and alternative designs for the RTC. The design team's completed plan has been finalized and submitted. Construction will begin in Summer 2015.

STATUS: Expected completion December 2016



KPI # - 174

Visit and follow the City of Torrance on the *WEB*



www.TorranceCA.Gov/SocialMedia